

**ELEMEN KEMANUSIAAN DAN PERANTARA AMALAN  
PERKONGSIAN ILMU TERSIRAT DENGAN KEJAYAAN  
PENYUMBERAN LUAR SISTEM MAKLUMAT**

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Mac 2015**

**ELEMEN KEMANUSIAAN DAN PERANTARA AMALAN PERKONGSIAN  
ILMU TERSIRAT DENGAN KEJAYAAN PENYUMBERAN LUAR SISTEM  
MAKLUMAT**

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**Tesis Diserahkan kepada  
Pusat Pengajian Perakaunan,  
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untuk Memenuhi Keperluan bagi Ijazah Doktor Falsafah**



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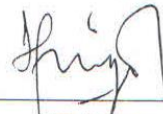
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## **KEBENARAN MERUJUK**

Tesis ini dikemukakan sebagai memenuhi keperluan pengurniaan Ijazah Doktor Falsafah daripada Universiti Utara Malaysia (UUM). Saya dengan ini bersetuju membenarkan pihak perpustakaan Universiti Utara Malaysia mempamerkannya sebagai bahan rujukan umum. Saya juga bersetuju bahawa sebarang bentuk salinan sama ada secara keseluruhan atau sebahagian daripada tesis ini untuk tujuan akademik perlulah mendapat kebenaran daripada Penyelia Tesis atau Dekan Pusat Pengajian Perakaunan terlebih dahulu. Sebarang bentuk salinan dan cetakan bagi tujuan komersial adalah dilarang sama sekali tanpa kebenaran bertulis daripada penyelidik. Pernyataan rujukan kepada penyelidik dan Universiti Utara Malaysia perlulah dinyatakan jika rujukan terhadap tesis ini dilakukan.

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## ABSTRAK

Tesis ini mengkaji hubungan antara elemen-elemen kemanusiaan seperti peranan, kekuatan dalaman dan komunikasi dengan kejayaan penyumberan luar sistem maklumat. Kajian ini turut meninjau kesan amalan perkongsian ilmu tersirat sebagai perantara terhadap hubungan tersebut. Sebanyak 500 borang soal selidik telah diedarkan melalui mel kepada pengurus projek syarikat penyumberan luar sistem maklumat yang berdaftar dengan Multimedia Super Corridor Malaysia. Daripada jumlah tersebut, sebanyak 168 borang soal selidik telah dikembalikan dan hanya 166 sahaja yang telah dikod dan dianalisis. Analisis kajian ke atas hipotesis-hipotesis dijalankan menggunakan analisis regresi berganda dan regresi hierarki berganda. Dapatan kajian menunjukkan bahawa elemen-elemen peranan seperti skop projek dan galas tanggungjawab, elemen-elemen kekuatan dalaman seperti keyakinan diri, menghormati rakan, keikhlasan dan bersedia untuk berubah, dan elemen-elemen komunikasi seperti perbincangan formal dan tidak formal, dan perbincangan rasional mempunyai hubungan yang positif dan signifikan terhadap kejayaan penyumberan luar sistem maklumat. Selain itu, dapatan kajian juga menunjukkan bahawa amalan perkongsian ilmu tersirat merupakan perantara penuh kepada hubungan peranan dengan kejayaan penyumberan luar sistem maklumat dan juga perantara sebahagian penuh kepada hubungan komunikasi dengan kejayaan penyumberan luar sistem maklumat. Secara keseluruhannya, dapatan kajian ini adalah konsisten dengan saranan teori atribusi, teori berasaskan sumber dan hasil dapatan kajian terdahulu. Kajian ini juga menyumbang kepada proses penyediaan dan pengesahan instrumen kajian, yang mana item pengukuran bagi elemen kemanusiaan seperti kekuatan dalaman dan komunikasi sukar diperoleh dan tidak disahkan secara statistik. Dapatan kajian ini juga boleh membantu pihak industri untuk merangka modul latihan yang khusus bagi memastikan setiap staf mereka memiliki elemen-elemen kemanusiaan tersebut. Hal ini kerana elemen-elemen tersebut mempunyai kesan yang positif dan signifikan terhadap kejayaan penyumberan luar sistem maklumat. Pihak industri juga perlu memberi perhatian yang serius terhadap amalan perkongsian ilmu tersirat dalam kalangan staf mereka kerana amalan tersebut adalah penghubung atau perantara kepada hubungan tersebut.

**Kata kunci:** kejayaan penyumberan luar sistem maklumat, elemen kemanusiaan, peranan, kekuatan dalaman, komunikasi dan perkongsian ilmu tersirat

## ABSTRACT

This thesis examines the relationship between human elements such as roles, internal strengths and communication and the information systems outsourcing success. It also assesses the impact of tacit knowledge-sharing practices as the mediator of the relationship. A total of 500 questionnaires were distributed by mail to the project managers of information systems outsourcing companies registered with Malaysia's Multimedia Super Corridor. Of the total, 168 were returned and only 166 questionnaires were coded and analyzed. The analysis of the hypotheses were carried out using multiple regression analysis and hierarchical multiple regression. The findings indicate that the elements of role such as the project scope and undertaking tasks, the elements of internal strength such as self-confidence, compassion, sincerity and willingness to change, and the elements of communication such as formal and informal discussions, and rational discussion had positive and significant impacts on the outsourcing information systems' success. In addition, the study also showed that the practice of sharing tacit knowledge fully mediates the relationship between role and the information systems' outsourcing success and also partially mediates the relationship between communication and the information systems' outsourcing success. Overall, these findings are consistent with the recommendations of the attribution theory, the resource-based theory and the findings of previous studies. This study also contributes to the process of developing and validating the research instrument, in which the items of measurement for human elements such as internal strengths and communications are scarce and not statistically validated. The findings of this study may also help the industries to develop specific training modules for their staff to ensure that each has elements of humanity. This is because these elements have a positive and significant impact on the success of the outsourcing of the information systems. The industry also needs to give serious attention to tacit knowledge-sharing practices among their staff because the practice is a liaison or mediator to the relationship.

**Keywords:** information systems outsourcing success, human elements, roles, internal strengths, communication and tacit knowledge-sharing

## **PENGHARGAAN**

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## **SENARAI SINGKATAN**

BNM	Bank Negara Malaysia
BTOS	Bartlett Test of Sphericity
EDS	Electronic Data Services
GOE	Generic Office Environment
GSLI	Indeks Lokasi Perkhidmatan Global
IDC	International Data Corp
KMO	Kaiser-Meyer-Olkin
MAS	Malaysian Airlines System
MSA	Measure of Sampling Adequacy
MSC	Multimedia Super Corridor
NITA	National IT Agenda
PCA	Principal Component Analysis
PK	Persoalan Kajian
PNB	Permodalan Nasional Berhad
POS	Malaysian Postal Office Bhd
SM	Sistem Maklumat
SPSS	Statistical Package for Social Research
TM	Teknologi Maklumat
VIF	Variation Inflation Factor

# **BAB SATU**

## **Pengenalan**

### **1.1 Latarbelakang Kajian**

Perubahan dalam ekonomi, globalisasi dan perkembangan pesat teknologi telah menyebabkan organisasi menghadapi persekitaran perniagaan yang sengit (Stewart, 1997; Meihami, Varmaghani & Meihami, 2014). Bagi menghadapi cabaran ini, setiap organisasi sentiasa mencari strategi perniagaan yang boleh mengekalkan daya saingnya. Satu daripada strategi tersebut adalah penyumberan luar (McFarlan & Nolan, 1995; Akomode, Lees & Irgens, 1998; Lee & Kim, 2005; Qi & Chau, 2012; Moon & Lee, 2014; Tajari, Valmohammadi & Mohammadi, 2014; Zanganeh & Didehkhani, 2014). Penyumberan luar ialah satu terma yang kompleks kerana ia merangkumi beberapa huraian dan pada amnya merujuk kepada pemindahan kerja (Cubides, 2006). Pada asasnya penyumberan luar adalah pemindahan perkhidmatan atau fungsi yang dahulunya dijalankan di dalam organisasi kepada pihak luar dan ia semakin menjadi strategi perniagaan yang penting (Hern & Burke, 2006).

Dalam bidang sistem maklumat (SM), penyumberan luar telah menjadi bahagian penting dalam strategi SM organisasi (Akomode et al., 1998; Zanganeh & Didehkhani, 2014). Definisi penyumberan luar SM, menurut Gonzalez, Gasco, dan Llopis (2005), adalah sumber fizikal dan/atau manusia yang berkaitan dengan teknologi maklumat (TM) bagi sesebuah organisasi diberikan dan/atau diuruskan oleh pembekal luar yang pakar. Perkembangan penyumberan luar SM telah berlaku dalam skala yang besar dan ia

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